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With the passage and full implementation of the Government Employees Training Act the emphasis will be directed more and more toward conducting training for Agency personnel within Agency facilities. A great deal of progress in our training to date has been due to the active interest, support, and participation of individuals from various offices throughout the Agency, particularly as lecturers and panel participants in OTR courses or as instructors in formal courses and on-the-job training programs conducted by other components.

We in OTR are particularly thankful for the assistance and cooperation of these other "trainers" and retain a warm feeling for those who have performed liaison functions in connection with training activities.

To these, and all others of you who regularly read our OTR Bulletin,

**MERRY CHRISTMAS AND HAPPY NEW YEAR!**



**MATTHEW BAIRD**  
Director of Training

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# The Bulletin Board

## Voluntary Language Training Program To Be Modified

The Fall Semester of the Voluntary Language Training Program began on 8 September with an enrollment of 419 students in 50 classes in a total of 10 languages, (Chinese, Dutch, Finnish, French, German, Italian, Japanese, Norwegian, Russian and Spanish). This is the largest enrollment during the 2½ year existence of the VLTP although the number of classes conducted was as high as 60 during one previous term.

Beginning with the current semester, the VLTP is now on a schedule of two semesters a year, with each semester's being 21 weeks. Starting with the next semester, the Spring Semester of 1960, which begins on 7 March 1960, VLT classes will not be offered at the 101-level in French, Italian, Spanish or German. In the following semester - the Fall of 1960 - classes will be discontinued in these languages at the 102 level. However, classes will still be offered at the 201, 202 and seminar levels in these four languages and at any level in any other language for which there is sufficient demand. We remind Agency employees that for a specific level of instruction, a

minimum registration of 5 students is required to organize a class at that level in any language.

The redirection in off-hours instruction is intended to encourage registration in languages of higher priority and to bring the VLTP more in line with language requirements of the Agency.

## Special December Dates for PETB

Ordinarily the Professional Employees Test Battery is given every Friday. In December, however, a special schedule will be observed because of the Holidays:

|          |             |
|----------|-------------|
| Friday   | 11 December |
| Thursday | 17 December |
| Tuesday  | 29 December |

Beginning the 8th of January, regular Friday testing will be resumed. Training Officers schedule employees for the test. It begins at 0830, requires about 6 hours to complete, and is given in Room 1331 R&S Building.

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Some Facts on  
Foreign Language Awards

In summarizing some of the statistics on that facet of the Agency's Language Development Program which deals with awards for competencies acquired or maintained, we find that of those who have qualified in the authorized languages:

50.5% have done so in French, Italian, Portuguese, Romanian, or Spanish;

19.7% in Danish, Dutch, German, Norwegian, or Swedish;

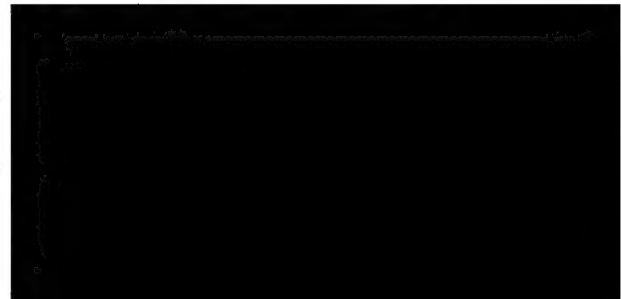
18.9% in Bulgarian, Czech, Polish, Russian, Serbo-Croatian;

5.5% in Chinese, Japanese, Korean, and

5.4% in all others.

We find also that 3.1% of the awardees are in grades GS 3-6; 61.2% in grades GS 7-12; and 35.7% in grades GS 13 and above.

These percentages are based on 31 October figures.



New Edition of Handbook  
of Private Schools  
on Reference Shelf

In addition to its coverage of leading private schools throughout continental United States and Hawaii, the latest edition of Handbook of Private Schools lists primary and secondary schools in 70 foreign countries. About 300 schools are identified; some more fully detailed than others. The coverage includes schools in England and, by country, on the Continent, Africa, the Middle East, Asia, and Australia.

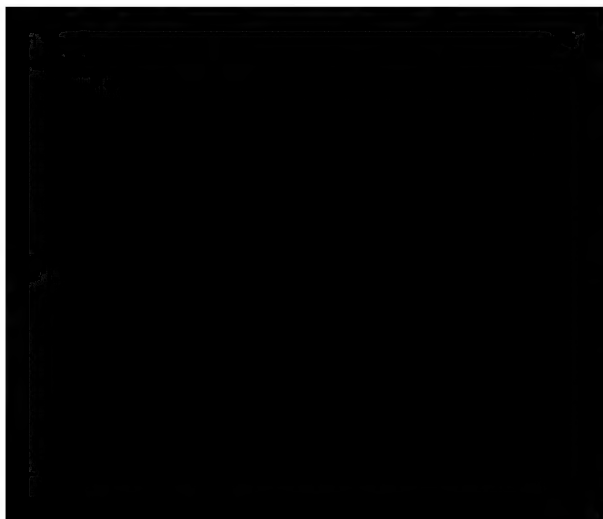
Many are American schools which provide U. S. curricula and offer instruction in English. In a number of countries there are international schools to serve the diplomatic and business communities. There are those that are controlled by the military services and ordinarily serve only their personnel.

As a further aid to users, there is a table of currencies, with exchange rates as of 29 January 59, to assist in determinind tuition equivalencies.

A copy of the book is available for reference in the Information Branch/RS/TR, 2611 Quarters Eye. Inquiries can be made by phone: call extension [REDACTED]

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Americans Abroad Orientations  
Scheduled in January

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weds  
20 Jan  
0845-1300  
An Americans Abroad Orientation on [redacted] will be given during the week of 11-15 January. This is a part-time course with daily sessions beginning at nine o'clock. On ~~Monday, 11 January~~, there will also be a day-long orientation on Latin America and one on Western Europe. These one-day briefings are for employees and dependents who are going to a station in either of the two areas for the first time.

Mon 18 Jan  
0900-1300

OTR Area Program  
Keyed to Overseas Service

A reorientation of OTR's Area Program is under way and will be implemented gradually, during 1960. In line with OCB and USIB thinking, the emphasis will be placed on training directly related to overseas assignments. Consequently, the Introduction to Overseas Effectiveness and the Americans Abroad Orientations are to be further developed. Area training will be offered only on specific request, and hence, offerings will not normally appear in OTR publications. If you are personally interested in receiving area training or wish your dependents to receive such, you should so inform your Training Officer at the earliest possible date.

The new keynote is upon helping every employee and dependent who is preparing to go to an area for the first time, to make the transition as rapidly and successfully as possible. The Americans Abroad Orientation is a briefing on the new

environment the employee or his dependents will encounter--significant features of the land and the people, including their institutions, history, and current role in world affairs. This type of course alerts the employee and his dependents to some of the more urgent problems of

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The (new) Introduction to Overseas Effectiveness offers the professional employee an opportunity to study those factors which can be shown to bear upon the problems of personal effectiveness in operational situations in a "foreign" society.

1960's Schedule of Courses  
To Be Published

A year's projection of internal courses covering particularly, those given by the Office of Training will be published in December. Meanwhile, for those who are planning to register for any of the first runnings of 1960 in the Intelligence School, Operations School or the School of International Communism, we refer you to the Registrar's Reminders, page 20.

Publication of Catalog Delayed

We apologize. The OTR Catalog was not available in mid-October as we had planned. Its publication has been necessarily delayed. We assure our readers that it will be published in January 1960.

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Support and Intelligence Exhibits  
in January

On 13 and 14 January, the two exhibits that are part of the Intelligence Orientation course will be held in the R&S Auditorium. The Support (DDS) Exhibit is on Wednesday, the 13th, from 1400-1600: the Intelligence (DDI) Exhibit is on Thursday, 0930 to 1200.

Agency employees are invited to both exhibits.

Filing Workshops Well Attended

The DDS and DDI Filing Workshops were presented on 26 October and 16 November, respectively, with forty employees attending each. The last of this series, for DDP personnel, is on Monday, 7 December 1959.

As announced in the September-October OTR Bulletin and in the Special Bulletin No. 22-59, 8 October, these Filing Workshops are internal training refresher courses for files supervisors or employees engaged in filing. They emphasize efficient filing principles and procedures and provide practical techniques and samples of useful filing aides. Each class studies the Agency's Subject Numeric Filing System and practices classifying sample correspondence and documents. Records Analysts of the Records Management Staff conduct clinics in the afternoon of the workshop to solve specific filing problems students may have.

The Chief, Clerical Training, and the Chief, Records Management Staff

outline the scope and background of the filing problems facing the Agency.

Whether or not a second series will be presented next year will depend upon the demand for such training as ascertained by component Training Officers and the Records Officers.

Clerical Testing

Clerical Skills Qualification Tests for employees required to meet the Agency's standards in shorthand and typewriting will be administered on the afternoons of:

21 December  
11 January  
25 January

Supervisors of Personnel Placement Officers register employees for these tests by calling extension

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A report of the test results is sent to the individual's supervisor. Those who do not receive passing grades have to wait five weeks before being retested.

Just a thought . . .

"The foreign national responds to evidence of a desire on the part of an American to appreciate his way of life: to learn his language, to understand his culture or in other ways to establish real rapport."

Foreign Language Films

As part of its language and area training, LAS/OTR has scheduled films to be shown in Room 1016 R&S Building. They begin at noon and only employees of the Agency may attend.

Inquiries about the subject of a film or about the schedule should be directed to [REDACTED] extension [REDACTED]

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|                          |           |                           |
|--------------------------|-----------|---------------------------|
| 10 December<br>Thursday  | Polish    | "The Canal" 100 min.      |
| 15 December<br>Tuesday   | Japanese  | "Phantom Horse" 105 min.  |
| 16 December<br>Wednesday | Russian   | "Newsreels" 45 min.       |
| 17 December<br>Thursday  | Hungarian | "Deryne" 109 min.         |
| 5 January<br>Tuesday     | Czech     | "Our Native Land" 92 min. |
| 7 January<br>Thursday    | Romanian  | "Life Triumphant" 93 min. |
| 12 January<br>Tuesday    | German    | "Wonderful Times" 86 min. |
| 14 January<br>Thursday   | Russian   | "Newsreels" 45 min.       |
| 19 January<br>Tuesday    | Danish    | "Red Meadows" 87 min.     |



Foreign Service Act  
Amendments of 1959

Congressional interest in foreign language study which is manifested by Senate passage of the amendments to the present Foreign Service Act, and the implications such legislation, if enacted, will have for this Agency, make the Amendments Act of special interest to us. Senators Saltonstall, Mansfield, Green, and Fulbright, proponents of the Act, introduced earlier bills from which the current one is taken.

We quote directly two sections that pertain especially to language qualifications for foreign assignments:

Section 9-500: "It is the policy of the Congress that chiefs of mission and Foreign Service officers appointed or assigned to serve the United States in foreign countries shall have, to the maximum practicable extent, among their qualifications, a useful knowledge of the principal language or dialect of the country in which they are to serve, and knowledge and understanding of the history, the culture, the economic, and political institutions, and the interests of such country and its people."

Section 18-578: "The Secretary shall designate every Foreign Service Officer position in a foreign country whose incumbent should have a useful knowledge of a language or dialect common to such country. After December 31, 1963, each position so designated shall be filled only by an incumbent having such knowledge: Provided, That the Secretary or Deputy Under Secretary for Administration may make exceptions to this requirement for individuals or when special or emergency conditions exist. The Secretary shall establish foreign language standards for assignment abroad of officers and employees of the Service, and shall arrange for appropriate language training of such officers and employees at the Foreign Service Institute or elsewhere."

The members of the Committee on Foreign Relations whose report was submitted by Senator Fulbright as an accompaniment to the proposed amendments, included Section 9-500 on the basis that, "Probably the only reason this policy is not now a part of the Foreign Service Act is that it was thought to be self-evident. The policy is, however, either not self-evident or else implementation of the policy has failed in a disturbing number of cases. Such failure is inexcusable on the part of the U. S. Government. The richest country in the world can afford to employ, train, and send well-qualified Foreign Service officers wherever they are needed. The importance of their work demands no less."

On the second, 18-578, their determinations are clear. "One of the most common and justified criticisms of the Foreign Service today is the low level



of language competency throughout the Service. The facts are familiar that 70 percent of new Foreign Service officers come into the Service without a knowledge of any foreign language. Fifty percent of officers already in the Service lack a knowledge of any foreign language. The figure on deficiencies in the more difficult languages are not available but the committee has no reason to think the figures are any better with respect to them.

"Language competence in the Foreign Service is primarily a function of money and people. With adequate appropriations and adequate numbers of intelligent officers, any desired level of language competence can be obtained. The committee intends that foreign language competence be raised substantially - not for its own sake - but based on actual needs in U. S. missions overseas. The committee expects that the designation of Foreign Service officer positions abroad requiring language competence shall be based largely on the recommendation of the mission chief without regard to current budgetary targets. The Department of State estimates that the implementation of the proposed new section 578 will cost about \$250,000 per year over a 5-year period. This would seem to be a small price when measured against the urgent need."

Another section of the bill expresses the new policy on functional and geographic area specialization. This is Section 20-626. It reads:

"The achievement of the objectives of this Act requires increasing numbers of Foreign Service officers to acquire functional and geographic area specializations and to pursue such specializations for a substantial part of their careers. Such specialization shall not in any way inhibit or prejudice the orderly advancement through Class 1 of any such officer in the Foreign Service."

The Committee added this provision because, as the report reads, "The traditional assignment policy in the Foreign Service has been based on the premise that an officer is not fully qualified to be a mission chief unless he has had service in each of four or five main geographic areas in the world. It may be as a result of such a policy that the Government is short of top-notch specialists in some of these great geographic areas.

'Existing assignment policy with regard to functional specialization appears to result in an officer having 2 or 3 years' experience in six or eight different types of work. The committee is concerned lest this policy result in developing an officer who is a jack of all trades and master of none.

'With respect to geographic specialization the committee would like to see a situation in which incoming officers would be assured that most of their careers would be devoted to one of the larger geographic areas. They could then concentrate on the languages, culture, and problems of the area and develop outstanding excellence....

"With regard to functional specialization the committee believes that it would be better for a Foreign Service officer to concentrate on one field of work - say economic matters or administration - for a substantial part of his

career until he reaches the level of, say deputy chief of mission, at which point he would have the choice of finishing his career as a senior specialist or taking on broader executive responsibilities and look forward to promotion to the levels of career minister or career ambassador."

The bill would also add a new Section 32-704 (f):

"The Secretary may, under such regulations as he may prescribe, provide special monetary or other incentives not inconsistent with this Act to encourage Foreign Service personnel to acquire or retain proficiency in "esoteric" foreign languages or special abilities needed in the Service."

The Committee believes this authority to be necessary but desires "very cautious" employment. The term "esoteric foreign languages," the members specify, does not include French, German, Spanish, or Italian "which many Americans have an opportunity to learn." The Committee agrees too, that in the "administration of an incentives program, language proficiency must be tested frequently, and standards of competency must be kept high."

The "special abilities" are not "traditional skills expected of Foreign Service officers," nor are they the "ordinary academic disciplines which reasonably well-educated officers bring with them to the Service."

A broader aspect of the bill is in Section 31-701 which authorizes the Secretary:

"To provide to the extent that space is available therefor appropriate orientation and language training to spouses of officers and employees of the Government in anticipation of the assignment abroad of such officers and employees. Other agencies of the Government shall wherever practicable avoid duplicating the facilities of the Institute and the training provided by the Secretary at the Institute or elsewhere."

In this, the Committee insisted on training "spouses" not "dependents" and added the space-available factor to keep such training to a reasonable number.

Ed's Note: The bill is scheduled for House action in early 1960.

Who Succeeds

The following are excerpts from Life in the Crystal Palace by Alan Harrington, 1959, Alfred Knopf Inc., New York:

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In general, the successful corporation man is the one who can prove through the years that he is a good administrator. "Administration" is the key. The man, and to a lesser extent, the woman who knows how to use it will unlock the doors, one by one, that lead to the top floor.

Along with the administrator goes the professional, who seldom rises as high. The relationship between these two groups is interesting. Administrator and professional apparently cannot exist without one another, and yet they are by nature mutually hostile. The administrators organize the work of professionals; whereas the professionals do all the work. The administrator or "official" is primarily interested in obtaining a smooth work-flow in accordance with regulations. The professional's main concern is with excellent performance of a particular job.

The official wants to maintain a department that seems efficient; the specialist aches to be efficient. A great many corporation executives begin as specialists, and then, if they are rated outstanding, are promoted to an administrative position. Yet the specialist-turned-administrator may well prove to be less effective than one of those talentless desk men, the born "officials," the defenders of bottlenecks, who have filled table-of-organization squares since the dawn of time. That is because the specialist tends to overemphasize the importance of his own profession in the larger picture - and an enterprise of any size involves an effort of combined professions. In contrast, the official in the classic mould is not hampered by a belief in anything but rules, procedures, and rank.

Yet the fact is that they are highly paid, and always have been, and they usually do surpass their professional opposite numbers in rank and salary, and always have - therefore, there must be some enduring reason for their success. I believe the administrator possesses these important abilities:

1. He has the talents of a cork. There are great advantages in being an intellectual lightweight. The professional man will sink or swim with his ideas. He takes chances. The official, having no ideas to burden him, can bob around like a buoy or marker in the roughest water while others are dashed against the rocks.

2. The absence of creative ability is a talent in itself. In a corporation it can be a positive asset. It gives the pure executive a broader view of any problem than the specialist will have. The designer of a bridge, for instance, visualizes a span that will be beautifully constructed, let it be with expensive materials, to last hundreds of years. The bridge is everything to him. He will

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probably, if given his way, spend too much money on it. But the bridge, as the official well knows, is not everything to the corporation. It may be one of many expensive undertakings, and there is just so much money available.

The administrator has only a passing interest in beauty. He is not limited by an aesthetic sense. He is immune to the specialist's pain, the pain of caring. He cares only about the organization and orders from above. Hence, he remains utterly free to firm up, facilitate, and finalize without any qualms. Observe that no matter how many times the decision is changed the man without ideas remains unaffected, while the creative man's standing fluctuates up and down.

3. A good administrator has a remarkable talent for staying out of trouble. A prominent adviser to corporations tells me that Rule Number One for the ambitious executive is never to identify himself emotionally with a project. If the venture should fail he becomes too easy a target. If it succeeds he becomes a marked man; in other words, a number of people will be hoping that he fails next time. Further, to take an emotional stand may involve antagonizing somebody. This is all right for a professionally talented person, but if your ability is purely administrative what is the good of getting anyone mad at you?

To avoid blame, the corporation bureaucrat always goes by the book. He memorizes handbooks, code books, and rule books. He worships proper procedure and mortally fears anyone who creates a situation not covered by the book. The book is a covenant worked out by mediocre people to frustrate outlaws. The outlaw is the original man. Originality produces disorder and change. Hence, it must be controlled by procedure. Only through procedure can slow imaginations throw a halter over minds that would otherwise bolt ahead of the group.

4. The pure executive is also adept, generally in a nice way, at credit-grabbing. Nor does he have to work very hard at it. The corporate apparatus is so rigged that the administrator who has merely distributed jobs can take a share of credit for their execution. For the specialists have been corraled into a team of which he is the captain. All correspondence reads in effect: "We have done such-and-such . . ." This implies participation of the official when in fact he may have done absolutely nothing.

5. Successful bureaucrats have a form of intelligence that specialists often lack. Again it is a centuries-old faculty that can't be dismissed: they keep their eyes on the ball. This sounds easy, but most of us don't do it. At least we don't at all times.

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You will notice in administrators on the way up a certain fixed, calculating expression, and nothing moves it out of their eyes. This means that our executive is on the ball. Satire to him is the play of children; irreverent humor is stupid; whatever lies outside the book does not concern him. He is oriented wholly toward power. He will give you his courteous exterior, the friendly smile and offhand joke, but his eye remains fixed on that one spot - where the power is.

6. Finally, the pure official understands the relative value of things and relative importance of people. This is sometimes called "judgment." It is supposed to improve with experience, and probably does.

The official has also managed to foist on the world the fetish of "experience." This has been quite an achievement because in many kinds of work it doesn't mean very much. "The value of experience" is a concept frequently used by old men to keep young men down.

I suspect that most jobs in a corporation and elsewhere can be mastered in a few months, or at any rate in a year or two. What cannot be learned that quickly is the corporation minuet - the respectful dance with the right partners. The watchful corporation man gradually finds out who is important and who is not; what is acceptable and what is not; what type of project will advance his fortunes and what is not worth bothering about. Experience for him mainly adds up to learning how to behave. The secrets of gauging and responding to the power of others - superimposed on a normal intelligence - will move him slowly upward.

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The American Image, Past and Present

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Policy is written in many ways and in many places, but the only successful policy we can have is that which expresses the character of our people. The attitude of the American people toward America as well as toward the rest of the world must be the basis of our policy. Are the American people, even that highly educated and articulate part represented by our colleges and universities, wholly prepared today to give up the "little America" approach to our domestic and world problems and move forward into what in fact is now "one world," though a world which is not yet organized and for which the very ideas needed to organize it are not clearly defined? We are much concerned today with attempting to project an image of the United States abroad. But I wonder whether our real problem does not lie in the need of developing a new image of ourselves at home - a new concept of what the United States is; for the United States is not what it was in the 19th century or even what it was 20 years ago, and yet we are still giving much attention to ideas which have largely lost their validity. We have only recently begun to learn to wear gracefully the mantle of our great material wealth. We are only at the threshold of appreciating that our basic American philosophy has carried us successfully through the materialistic era following the industrial revolution into new fields of responsibility. Until we learn this ourselves, we cannot convince the peoples of other nations.

There was a time when the image we quite unconsciously projected abroad was well defined and in nowise ambiguous. Liberty and the rights of man were clearly the basis of our philosophy. Liberty was obviously more precious than material well-being. In recent years we have created an enormous and complex industrial system in this country, and it is with the maintenance and expansion of this system that we still seem preoccupied today. The key to much of our thought lies in the word "production," and it is this image of ourselves as producers that we are inevitably projecting abroad through our aid programs. We have begun to learn from experience in these programs that to increase production and to improve living standards will not alone bring conditions of peace and stability and win for us the cold war. Education in increasingly large doses is sorely needed. We must do more than talk democracy; we must teach it. We must be careful not to deny our own revolutionary heritage and leave to the Soviets and Chinese Communists an apparent leadership in the revolution now in being in Asia and Africa which began in Europe and American. We must assume active leadership in the realm of ideas and cultural values as well as in automation and the development of model kitchens.

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Taken from an article entitled International Cultural Relations: A Challenge to Americans, by Robert H. Thayer, Special Assistant to the Secretary of State for the Coordination of International Educational and Cultural Relations.

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# External Programs

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Inquiries about external programs in this section or about others that may be available to Agency employees should be directed to the Information Branch, RS/TR, 2605 Quarters Eye, extension [REDACTED]. That office maintains a library of catalogs of American and foreign colleges and universities, brochures, curricula and schedules of Defense Schools, and announcements of programs offered by commercial institutions.

## Foreign Service Institute

### Mid-Career Courses on Foreign Affairs

The Mid-Career Course in Foreign Affairs is a twelve-week training course designed to stimulate a broad outlook on problems of the United States foreign policy and Foreign Service management. It is open, on a quota basis, to other Agencies for individuals from the GS-12 to GS-14 level. Our Agency has one space for each running. The next three in 1960 for which candidates may now apply are scheduled to begin on 4 April, 5 July, and 26 September. Applications are sent to the Registrar through Senior Training Officers. For the April course registration closes 29 February; the July course, 31 May; and for the September one, 22 August.

The most important objectives of the course are:

To introduce officers to a series of formal concepts for interpretation of man's social behavior which may assist them to systematize their foreign service reporting and analysis

To acquaint students with the most significant of the other agencies and branches of Government, and with certain private interests which have an active concern with, and influence on foreign policy.

To provide officers with the opportunity for a fresh look at the basic American values and attitudes which underlie our foreign policy.

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### Foreign Service Institute

To develop in students better understanding of the managerial task in the Foreign Service, and of the interdependence of the substantive and administrative functions.

To utilize training techniques which involve a maximum degree of student participation as well as the broadest basis for realistic evaluation of the executive potential of each individual student.

Methods of instruction include: lectures by academic leaders, and informal briefings by qualified experts in appropriate operational areas; question and informal discussion sessions following lecturers and briefings; formal discussion seminars by student panels assigned topics; course theses on some aspect of current foreign relations or management problems in the Foreign Service; assigned general and daily reading assignments; and independent research efforts.

### Language Study

The Institute has announced its schedule of full-time study in French, German, and Spanish. Each course runs for 16 weeks. Starting dates for these are:

|            |           |
|------------|-----------|
| 11 January | 27 June   |
| 7 March    | 22 August |
| 2 May      |           |

### Management Courses

#### Management Problems for Executives University of Pittsburgh

The University of Pittsburgh will conduct the 24th session of its course in Management Problems for Executives from 15 February to 19 April 1960. The program includes courses in business policy, operating and administrative policy, and management controls. A 650-type of electronic computer located at the University Computer Center will be used to show the class how digital computers are being used today as an aid to making management decisions. Inspection trips to several industrial plants will also be made.

A prerequisite to this course is completion of OTR's Management Course. Applications are submitted by the candidate through the Deputy Directors. Arrangements for admission are made by the Registrar and approved applications must be in his office on or before 4 January 1960.

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### Management Courses

#### Management Seminar

Cornell University: New York State School of Industrial and Labor Relations

The 1960 Management Seminar in Effective Executive Leadership is being offered from 3-29 April 1960 on the Cornell University campus. This four-week program is to help managers and administrators acquire new understanding of the context in which organizations operate and to gain fuller understanding of the dynamics of managing people. Some of the topics to be covered are the development of a managerial philosophy, the impact of organization on individuals and groups, and the significance of organized labor.

There are no formal educational requirements but candidates are required to have completed OTR's Management Course. Any Agency employee who attends must have approval of his Deputy Director.

#### American Management Course for Government Executives

The 1960 schedule of Management Courses for Government Executives is:

| <u>Part I</u>  | <u>Part II</u> |
|----------------|----------------|
| 18-29 January  | 1-12 February  |
| 25 Apr - 6 May | 9-20 May       |
| 18-29 July     | 1-12 August    |
| 3-14 October   | 17-28 October  |

A candidate for any of these courses must have the approval of his Deputy Director. He is also required to have completed OTR's Management Course.

#### American Management Seminar

Hotel Astor, New York City

The American Management Association will hold the following seminars in New York City:

#### 1960

|            |   |
|------------|---|
| 11-13 Jan. | Functions and Organization of the Budget Director's Job |
| 20-22 Jan. | Job Evaluation: An Instrument of Management Control     |
| 3-5 Feb.   | The Job of the Packaging Director                       |
| 11-12 Feb. | Appraisal Interview and Review                          |

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Labor Courses

Local Universities

According to our most recent catalogs of local universities, many labor courses have been planned for the Spring Semester. Specific dates, however, are not available at this time. We have listed only the titles of courses. Our readers may call the Information Branch/RS/TR, extension [REDACTED] after the Holidays at which time we expect to have confirmed dates.

American University - School of International Services

Comparative Labor Relations  
Seminar on the International Labor Organization

Catholic University - College of Arts and Sciences

Labor Economics

Georgetown University - School of Business Administration

Labor Management Relations  
Collective Bargaining

Georgetown University - Graduate School of Arts and Sciences

Economics of Labor  
Seminar in Labor Problems

George Washington University

Labor Economics  
Collective Bargaining  
Foreign Labor Movements  
Management - Labor Relations

Howard University

Industrial Relations  
Personnel and Industrial Relations  
Wage and Salary Administration

Graduate School

The Government as Operator and Regulator of Business

University of Maryland

Recent Labor Legislation and Court Decisions  
Labor Economics

Southeastern University

Labor Relations

### Conferences for Corporation Executives

Two conferences for corporation executives, scheduled by the School of International Studies of Johns Hopkins University and its affiliated Foreign Services Educational Foundation, will be held on 9 and 10 February and 29 and 30 March 1960, in the Hotel Statler, Washington, D. C. The two sessions cover:

Business Prospects in Latin America (9 and 10 February)  
which is a review of problems and opportunities facing American business in Latin America.

Role of Private Enterprise Overseas (29 and 30 March)  
which outlines potentials of an expanding private enterprise system for economic growth in a Free World.

### DACOR Lectures

In November, the Diplomatic and Consular Officers, Retired, (DACOR), began a series of five lectures and discussions. The next are scheduled for 10 December, 14 January, 11 February, and 10 March.

Lectures begin at 8:15 p.m. in the Auditorium of the Department of State. A social hour follows each lecture at DACOR House, 1718 H Street, N.W., to which those attending the lectures are invited. Attendance is limited by seating capacity, and an admission fee is charged.

Speakers deal with matters in their particular spheres of interest.

His Excellency, Dr. Jose A. Mora, Secretary General of the Organization of American States is scheduled to speak on 10 December; [REDACTED] will 25X1A lecture on 11 February and the Honorable Livingston T. Merchant will address the group on 10 March. The guest speaker on 14 January will be announced.

Further information on the series can be obtained from the Information Branch, extension [REDACTED]

### American Meteorological Society

The Society's Fortieth Anniversary meeting and Annual Business Meeting will be held at its headquarters, 3 Joy Street, Boston, Massachusetts, from 19-21 January 1960.

### Inter-American Conference

On Monday, 1 February 1960, the Organization of American States will sponsor an Inter-American Conference at the Pan American Union, Washington, D.C..

### Institute on Railroad Management

The American University's School of Business Administration will hold its 14th Institute on Railroad Management, 11-22 January 1960.

The Institute is a management development program designed to increase the abilities of middle management executives in charge of operations and to aid senior executives who are responsible for planning and directing operations.

### Courses at National War College

Schedules of courses given during the year at the National War College are published in the form of OTR Special Bulletins. Senior personnel of the Agency may attend the lectures provided they meet the requirements specified in the NWC announcements. Inquiries about these courses can be directed to Training Officers or to the Information Branch, extension 25X1A

### For Reservists

#### New Logistics Course

The United States Army Logistics Management Center at Fort Lee, Virginia, announces the availability of the following courses to qualified Army Reservists during FY 1960. Listed are titles and reporting dates as extracted from DA Circular No. 350-30.

Army Supply Management Course (12 wks)  
10 January 60, 10 April 60  
Requirements Management Course (8 wks)  
24 January 60, 3 April 60  
Distribution Management Course (8 wks)  
7 February 60, 24 April 60  
Maintenance Management Course (8 wks)  
4 January 60, 13 March 60, 5 June 60

New Logistics Course (contd)

Specifications Management Course (2 wks)  
17 January 60, 28 February 60, 24 April 60, 12 June 60  
Special Supply Management Seminar (2 wks)  
July-August 60 (FY 61), Dates and Locations to be announced  
Procurement Management Course (8 wks)  
17 January 60, 27 March 60  
Property Disposal Management Course (5 wks)  
4 January 60

Qualified Reservists may attend for the entire length of the course or for any two-week ADT period, not to include the first or last week of the course. Prerequisites for each course are listed under the appropriate course number in Change Number 75 to The Army School Catalog, DA Pamphlet 20-21.

Applications for attendance should be processed through normal channels. Quotas are obtained as prescribed in Change Number 75 to The Army School Catalog.

Graduate-Level Correspondence Course

The Industrial College of the Armed Forces, Fort Lesley J. McNair, Washington, D. C., offers a graduate-level correspondence course to qualified civilians in business, industry, and the professions as well as selected officers of the reserves and of the regular components. This course is based on the curriculum of the 10-month resident course conducted by the college for selected senior officers of the military service and executives of the civilian agencies of the Government.

The Industrial College, which operates under the direction of the Joint Chiefs of Staff, is unique among military colleges of the world in that it studies the economic readiness of nations and blocks of nations to wage war, and analyzes the economic, military, political, and psychological factors as they relate to the national security.

The correspondence course, "The Economics of National Security," portrays the interdependence of the economic and military structures. The text material is presented in 22 bound volumes of about 85 pages each, and is organized into five units of study. Members of the faculty review each test paper submitted and are available to answer individual questions. The entire course takes about one year to complete.

Since the course was first formulated in 1950, it has been repeatedly modified to reflect the changes in the world situation. Today over 3,600 are enrolled in the course. Many major industries and companies recommend the course as part of their executive development program.

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# Registrar's Reminders

Form 73, Request for Internal Training, is used for enrollment in internal OTR courses. It should be completed as directed on the form and forwarded to the Registrar. Information on coverage in the courses can be obtained from Training Officers or from the Information Branch/TR, extension [REDACTED] the OTR <sup>25X1A</sup> Catalog may also be used as reference.

| <u>Code</u> | <u>Course</u>   | <u>Close of Registration</u> | <u>Dates of Course</u> |
|-------------|---|------------------------------|------------------------|
| 25X1A6a 101 | * Administrative Procedures<br>136, [REDACTED]  | 8 Feb                        | 15 Feb - 4 Mar 60      |
| 421         | Anti-Communist Operations<br>0830-1230<br>2103 Alcott   | 28 Dec                       | 4 Jan - 26 Jan 60      |
| 25X1A6a 103 | Budget and Finance Procedures<br>132 [REDACTED]   | 18 Jan                       | 25 Jan - 5 Feb 60      |
| 205-211     | Clerical Refresher Program<br>Pre-test required<br>Hours arranged after pre-test, 7 January<br>Test Schedule: (Rm 508, 1016 16th St.)<br>Typing 0900-1000<br>Shorthand 0930-1100<br>English Usage 1100-1200 | 4 Jan                        | 11 Jan - 5 Feb 60      |
| 914         | Communist Party Organization & Operations<br>0830-1230<br>2103 Alcott   | 25 Jan                       | 1 Feb - 26 Feb 60      |
| 506         | Conference Techniques<br>Mon, Wed<br>0930-1130<br>2025 R&S  | 25 Jan                       | 1 Feb - 9 Mar 60       |
| 906         | Dependents Briefing<br>117 Central  | (Consult TO)                 | 5 Jan - 6 Jan 60       |

\* Please indicate phase in which employee is to be enrolled



| <u>Code</u> | <u>Course</u>  | <u>Close of<br/>Registration</u> | <u>Dates<br/>of Course</u>               |
|-------------|--|----------------------------------|--|
| 504         | Effective Speaking<br>Mon, Wed<br>0930-1130<br>2025 R&S  | Immediately                      | 7 Dec - 27 Jan 60                        |
| 502         | Effective Writing<br>Tues, Thurs<br><del>0930-1130</del> 0845-1045<br>2025 R&S   | 25 Jan                           | 2 Feb - 3 Mar 60                         |
| 901         | Intelligence Orientation<br>R&S Auditorium   | 28 Dec                           | 4 Jan - 29 Jan 60                        |
| 912         | Intelligence Research - Maps<br>Mon, Wed, Fri<br>0900-1200<br>2027 R&S   | 28 Dec                           | 4 Jan - 22 Jan 60                        |
| 302         | Management<br>GS-14 and above<br>GS-11 to 13<br>0830-1230<br>155, [REDACTED]   | 11 Jan<br>8 Feb                  | 18 Jan - 29 Jan 60<br>15 Feb - 26 Feb 60 |
| 25X1A6a     |  |                                  |  |
| 102         | Operations Support<br>136, [REDACTED]  | 4 Jan                            | 11 Jan - 12 Feb 60<br>21 Mar -           |
| 25X1A6a     |  |                                  |  |
| 301         | Supervision<br>GS-5 to 9<br>GS-11 to 12<br>0830-1230<br>155, [REDACTED]  | 28 Dec<br>25 Jan                 | 4 Jan - 15 Jan 60<br>1 Feb - 12 Feb 60   |
| 25X1A6a     |  |                                  |  |
| 503         | Writing Workshop<br>Basic<br>* Intermediate<br>1st Wk: Mon, Tues, Thurs.<br>Last 3 Wks: Tues, Thurs.<br>0900-1200<br>2027 R&S<br><br>* Pretest for this course: 25 January<br>1300 hours<br>1331 R&S | 28 Dec<br>1 Feb                  | 4 Jan - 28 Jan 60<br>8 Feb - 3 Mar 60    |

Operations Courses

Consult Training Officers for identification of codes.

| <u>CODE</u>       | <u>CLOSE OF<br/>REGISTRATION</u> | <u>DATES OF COURSE</u>                      | <u>ORIG. SCHEDULED</u> |
|-------------------|----------------------------------|---|------------------------|
| 402 OFC           | 4 Jan                            | 18 Jan - 26 Feb 60<br><i>1 Aug - 9 Sep</i>  | 4 Jan - 12 Feb 60      |
| 407 CAO           | 22 Feb                           | 29 Feb - 18 Mar 60                          | -----                  |
| 409 CSR           | 25 Jan                           | 1 Feb - 12 Feb 60                           | -----                  |
| 416 ASM           | 1 Feb                            | 15 Feb - 11 Mar 60                          | -----                  |
| 417 IRRE          | 11 Jan                           | 18 Jan - 5 Feb 60                           | 11 Jan - 29 Jan 60     |
| 420 CIOpe         | 22 Feb                           | 29 Feb - 18 Mar 60                          | 18 Jan - 5 Feb 60      |
| 425 Axx           | 21 Dec                           | 4 Jan - 29 Jan 60                           | 11 Jan - 5 Feb 60      |
| 427 IRF           | 25 Jan                           | 1 Feb - 12 Feb 60                           | -----                  |
| 428 C I Fam       | 8 Feb                            | 15 Feb - 19 Feb 60                          | 11 Jan - 15 Jan 60     |
| 429 CSLO          | 28 Dec                           | 4 Jan - 22 Jan 60<br><i>17 MAR - 25 Mar</i> | 11 Jan - 29 Jan 60     |
| 435 ACC           | 14 Mar                           | 28 Mar - 22 Apr 60                          | 4 Jan - 29 Jan 60      |
| 439 Apo Pleun Ngt | 29 Feb                           | 14 Mar - 8 Apr 60                           | 29 Feb - 25 Mar 60     |

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